

THE FACTORS AFFECTING WORK-FAMILY CONFLICT AMONG EMPLOYEES IN YEMENI GOVERNMENT ORGANIZATIONS

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ABSTRAK

Kajian ini bertujuan menyelidik serta menilai hubungan di antara masa, tekanan dan kepuasan kerja dengan konflik keluarga–kerjaya di kalangan pekerja yang bertugas dalam organisasi kerajaan di Yaman. Kajian ini juga bertujuan mengkaji kesan penyederhanaan sokongan penyelia dan jantina terhadap hubungan di antara angkubah tersebut dan konflik keluarga-kerjaya. Kajian ini juga bertujuan menyumbang kepada pemahaman konflik keluarga-kerjaya dengan menilai impak masa, tekanan dan kepuasan kerja keatas konflik keluarga-kerjaya di kalangan pekerja Yaman. Lima pembolehubah telah digubal bertujuan mengkaji impak pembolehubah tidak bersandar (masa, tekanan dan kepuasan kerja) serta pembolehubah penyederhana (sokongan penyelia dan jantina) ke atas pembolehubah bersandar (konflik keluarga-kerjaya). Analisis regresi digunakan untuk menguji hipotesis-hipotesis berkenaan manakala ujian ANOVA sehalu digunapakai untuk menguji faktor-faktor demografi. Sejumlah 250 borang soalselidik telah diedarkan. Berdasarkan maklumbalas dari 200 responden, kajian ini mengesahkan wujudnya hubungan positif antara masa, tekanan dan jantina dengan konflik keluarga-kerjaya. Hasil kajian ini juga diharap dapat menggalakkan lagi kajian berhubung konflik keluarga-kerjaya yang mana kajian tambahan ini berupaya memberi kefahaman yang lebih mendalam tentang fenomena ini. Adalah diharapkan maklumat yang diperolehi dari kajian ini dapat membantu organisasi-organisasi kerajaan Yaman dalam menggubal polisi dan program kesedaran yang sesuai berhubung konflik keluarga-kerjaya.

ABSTRACT

The present study tries to explore and examine the relationships of time, strain, job satisfaction and work family conflict among Yemeni employees working in government organizations. The present study also aims to focus upon the moderating effects of supervisory support and gender on the relationships between the variables mentioned above and work-family conflict. This study seeks to contribute to the understandings of the work-family conflict by examining the impact of time, strain and job satisfaction on work-family conflict in government organization in Yemen. Five hypotheses were developed to study the impact of the independent variables (time, strain and job satisfaction) and moderating variables (supervisor support and gender) on the dependant variables (work-family conflict). Regression analysis was used to test the hypotheses while one way ANOVA and t-test were to evaluate demographic factors. A total of 200 questionnaires were distributed for the purpose of the present study. Based on the feedbacks from the 200 respondents, the study revealed that there was a positive relationship between time, strain and gender, and work-family conflict. The findings of the present study will encourage further examinations of work-family conflict and the additional research may provide a greater understanding of the phenomenon. It is hoped that the information gleaned from the present study may assist the Yemeni government organizations in designing appropriate policies and awareness programs related to work-family conflict.

Chapter 1

INTRODUCTION

1.1 Introduction

Due to the openness of the economy and politics and the change of the value in the society, job market and family shift dramatically. Traditionally, man played the role of breadwinner in the family. Owing to the occurrence of dual-families, men's family role will influence the shift of its priority of work (Pleck, 1985). In the other hand, women's work involvement or work requirement will influence women's traditional role performance in the family. Family and work domains create the interaction and relevancy with each other. Under this trend, individuals have to face and adapt to the interrole conflict (Frone & Rice, 1992). Basically, work-family conflict is one of the sources of pressure, and it will cause a lot of negative influences, such as healthy problem, work performance, etc.

To sum up, most researches' result support the work-family conflict influences individuals' work performance. The purposes of the research are to (1) study the impact of the time, strain and job satisfaction on the work-family conflict in Yemeni's employees (2) to investigate the moderating effects of supervisory support and gender on the work-family conflict in Yemeni's employees.

1.2 Background

Particularly in traditional society such as Yemen where there is much more challenges. Yemen's gender gap is among the widest in the world, with only 55 percent of primary school aged girls in school (and only 24 percent in rural areas), and 15 percent higher

child mortality rate for girls. Notably, 73 percent of adult women are illiterate. As a result, the employment rate of women is less than one-third that of men and this employment is mainly in low-productivity rain fed agriculture and small livestock. Illiteracy, immobility, lack of control over fertility, limited access to credit, and limited opportunities for participation in decision-making, reduces the quality of life of women (The World Bank Yemen country brief).

In conclusion, work-family conflict can be explained as the mutual interference of work and family roles and cause significant personal and organizational problems. Due to these factors, managing the conflict between work and family responsibilities has been recognized as a critical challenge for organization.

In a study carried out on “Women, Work, Population and Development in the Yemen Arab Republic”, Myntti, (1985) argues that if women are to be encouraged to participate in the development of their country through various channels, efforts must first be made to change their perception of work, and to ease their tasks as wives and mothers.

Yemen’s constitution grants women with full political rights, equal to those of men. Women can vote, run for office, and hold ministerial and higher position-and they do, but only in small numbers.

Technological change and international trade at large has increased women’s share of paid employment. In response to this change, organizations in Yemen must increase its focus on activities to eliminate or release employees work family conflict where there are more female entering labor market.

1.3 Problem statement

Most of the research on work-family conflict has been conducted primarily in Western industrialized nations. However, as more women in non western societies join the work force, understanding the effects of work family conflicts has become increasingly important. In addition, economic and business globalization has made work-family issues increasingly important in developing countries. As a result of the promotion of female educational level as well as the economy pressure, a large number of women enter the labor market, which makes the global labor market structure changed. The female labor participation rate raises greatly in the few past years. This phenomenon suggests that family structure is moving from traditional a single-income family to a double-income family. Under the new family structure, a couple plays multiple roles, such as a worker, a spouse, father or mother and a housework handler. However, it is more likely to bring role-conflicts caused by limited time and vigor.

Many researches indicated that work-family conflict impose negative influences upon physically and psychologically conditions, including poor health, moodiness, and incompetence in the parents' characters. Over the past few years, the incidence of stress-related illness such as headaches, high blood pressure (hypertension) and coronary heart disease (CHD) have been on the increase. There are also psychological outcomes such as low self esteem, tiredness, irritation, anxiety and tension and long term psychological responses such as depression and alienation. Organizational outcomes can result in symptoms such as decreased work performance, poor personal relationships with colleagues and occasional absenteeism. Others manifest the stress in behavioral terms through increasing divorce (Singh, Bailly & Hopkins, 2000).

Divorce rates have risen steeply over the past twenty five years. For example; at least one marriage in three in the UK ends in divorce within fifteen years. Marital difficulties can occur among managerial women because of the conflicts between work and home. Many women feel fatigued and experience feelings of conflict which result from running both a home and a career. Many husbands can be supportive in terms of their wives' careers and home duties but in reality most women executives spent more hours a week on house work and child care than their husbands. Many women executives take tranquilizers, anti-depressants and sleeping tablets as a means of relieving tension due to stresses of the career role and their own inner achievement pressure. Some women managers find themselves thinking about work during their private time so, to relieve this pressure, they may escape by the use of drugs (Singh, Baily & Hopkins, 2000).

Those impacts brought about decreasing family and marriage satisfaction and job satisfaction. In addition to, they also caused decline of productivity, late arrival, absence, turnover, weak morale, worse job satisfaction, and worse quality of work life. Work-family conflicts therefore become an issue that any enterprise can not ignore.

In an effort to clarify the research problem, we can say, "It was found that work and family issues are becoming increasingly important for organizations, because of its negative effects. There are much more organizations engaged in activities to eliminates or release employees' work-family conflict, while there are more female entering labor market, more dual-career couples and single-parent households."

1.4 Research objectives and questions

This study seeks to contribute to the work-family conflict by examining the relationship of work-family conflict to time, strain and job satisfaction in government organization in Yemen. Therefore, the present study has five questions to investigate:

- 1- To what extent the time of work affect the level of work family conflict?
- 2- To what extent the work strain affect the level of work-family conflict?
- 3- To what extent the job satisfaction affect the level of work-family conflict?
- 4- What are the moderating effects of supervisory support on the relationships between gender and work-family conflict?
- 5- How can supervisors understanding on subordinate's family demand lead to positive impact on work-family conflict?

In order to answer the above research questions, the objectives of the present study are:

- 1- To identify the effect of the time on the level of work-family conflict in Yemeni's employees.
- 2- To study the impact of the strain on the level of work-family conflict in Yemeni's employees.
- 3- To examine the impact of job satisfaction on the work-family conflict in Yemeni's employees.
- 4- To investigate the moderating effects of supervisory support and gender on the work-family conflict in Yemeni's employees.
- 5- To examine the supervisor understanding on subordinate's family demand that lead to positive impact on work-family conflict.

1.5 Definition of key terms

1.5.1 Work-family conflict

Work-family conflict is defined as a form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role (Greenhaus & Beutell 1985).

1.5.2 Time

Time spent on activities within one role generally cannot be devoted to activities within another role. Consequently, an employee whose work role interferes with their family role cannot satisfy both roles in the same time period (Pleck, Staines, & Lang, 1980). Those employees spending larger amount of time at work will have less time for family roles, consequently creating conflict. Likewise, it might be expected that more time the employees work, the more likely they may find family issues such as care for children, older relatives, or the responsibilities interfere with work.

1.5.3 Strain

A form of work-family conflict involves role-produced strain, where strain in one role affects one's performance in another role. Potential sources of strain-based conflict include the emotional demands of the workplace (Greenhaus & Beutell 1985). Individuals facing relatively high levels of strain at work are more likely to feel conflict when family responsibilities interfere with work role, thus, it is expected that there will be a positive correlation between strain and work-family conflict.

1.5.4 Job Satisfaction

Job satisfaction is often negatively related to work-family conflict. Employees who view their work as making it difficult for them to satisfy their family roles will likely be less satisfied with their job as it is seen as the source of the conflict (Kossek & Ozeki, 1998).

1.5.5 Supervisory support

Is believed to moderates the independent variables, as it may lead to positive impact on employee job satisfaction and help subordinates to balance work demand and family demands (Carlson & Perrewew, 1999; Schmelz, 1997; Sommer & Stephens, 1993; Fernandez, 1990).

1.5.6 Gender

Gender is believed to moderates the independent variables as females are more likely to have higher level of work-family conflict than males and the impact of independent factors on female more than male (Dmaris & Longmre 1996).

1.6 Significance and benefits of the present study

Researchers have found relationships among work-family conflict, individual outcomes and organizational outcomes:

1. For individual: the higher level of work-family conflict, the worse life satisfaction and quality of work life, the worse physical condition, the worse psychological wellness and the lower affection involvement to family.
2. For organizational: work-family may cause absention ,delaying in arrival, demoralization, lower job satisfaction, productivity declining and organizational

diminishing therefore ,work family conflict is an important issue because it's negative effects and there are much more organizations engaged in activities to eliminate or release employees' work family conflict while there are more female entering labor market.

3. For theoretical, it is hoped that the findings from the present study will contribute to further understanding of the work-family conflict in Yemeni government organizations. It is hoped that fresh insights can be revealed to assist human resource practitioners in forming appropriate policies and for researchers to provide additional support for more research into work-family conflict in Yemen.

1.7 Organization of remaining chapters

The following chapter in the present study will cover various important aspects.

Chapter 2 will discuss about the literature review in the field of work-family conflict. Next, chapter 3 will lay out the methodology of this research. Chapter 4 will follow suit with the results of the present study. And finally, chapter 5 comprises of discussions regarding the implications, limitations, and overall conclusion of the present study.

Chapter 2

LITERATURE REVIEW

2.1 Introduction

This chapter examines the literature review where excerpts from other literature sources are discussed to address the topic of factors influencing work-family conflict.

2.2 Inter-role Conflict

The relationship between employee work lives and non-work pursuits has been scrutinized (Kanter, 1977; Voydanoff, 1980). However, Greenhaus and Beutell (1985) suggested that one aspect of the work and non-work interface that deserves more research attention is the conflict employees experience between work roles and other roles. The study of inter-role conflict has become established, with Greenhaus and Beutell's inter-role description of work-family conflict becoming a widely accepted perspective (Stephens & Sommer, 1996). Inter-role conflict between work and non-work has been suggested as a significant source of strain for both men and women (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964; Erdwins, Buffardi, Casper, & O'Brien, 2001). As Kanter (1977) and Greenhaus and Beutell (1985) have noted, continued changes in the nature of work suggests that work-family conflict has intensified. Thus, further research on the relationship between work-family conflict and employee attitudes would be fruitful.

Greenhaus and Beutell (1985) proposed separating work and family domains into two spheres: role conflict and inter-role conflict. Kahn, Wolfe, Quinn, Snoek, and Rosenthal (1964, p.19) defined role conflict as the “simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult

compliance with the other”. Greenhaus and Beutell (1985, p.77) defined inter-role conflict as “a form of role conflict in which the sets of opposing pressures arise from participation in different roles”. The role pressures associated with membership in one organization, such as the workplace, are in conflict with pressures stemming from membership in other groups, such as family (Kahn et al., 1964). Thus conflict may arise between a person’s role as an employee and their role as a spouse. For example, an employee with a manager who expects them to take work home may conflict with the family’s expectations of spending time together.

2.3 Works-Family Conflict

Work-family conflict is defined as “a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role” (Greenhaus & Beutell, 1985, p. 77). Greenhaus and Beutell (1985) described three major forms of work-family conflict: (a) time-based, (b) strain-based, and (c) behavior based. These authors also maintain that work-family conflict increases when the work and family roles are salient or central to the individual’s self-concept and when powerful negative sanctions for non compliance with role demands are inevitable. For example a male employee who has become a new father may want to focus his time and energy upon this new father role (salient family role), while his manager stresses work deadlines (salient work role) and threatens termination if the project fails (strong negative sanction). The result would be the employee suffering intensified work-family conflict. Greenhaus and Beutell (1985) suggested examining role pressures from both work and family domains, maintaining this was a fundamentally

under researched area where we need a better understanding of the interactive effects of work and family role pressures.

2.4 Time-based conflict

Time-based conflict occurs when role pressures stemming from the two different domains compete for the individual's time requiring employees to work late with little notice might make it difficult for employees to meet family obligations, like picking up a child at day care.

The number of hours worked each week has a significant effect on reports of work-family conflict, particularly for women (Voydanoff, 1988). But the relationship between hours worked and perception of work-family conflict also reflects women's subject positions within the dominant discourse.

However, problems of coping with work and domestic responsibilities remain especially acute for employees with caring responsibilities and especially women. Some studies have found parental demands to mean less time and energy to devote to the organization and time-based work-family conflict and its consequences are believed to be most salient for women (Major, Klein & Ehrhart, 2002). Full-time female employees are still found to have greater concerns about childcare and housework (Schwartz & Scott, 2000) and the greatest desire for flexible scheduling (Collins, 1993). Work-family conflict for women is also likely to be more acute given the tendency towards segregation of women into low skill, low paid jobs.

Employers have little enthusiasm for calls for greater codification of employee policies which restrict working time, putting emphasis on liberal doctrines of employee choice (to work long hours) and market freedom (Reeves 2001). But the Government also

encouraged employers to offer greater flexibility to employees. In consequence, time flexible prescriptions (flexi-time; part-time working) have been offered by employers as the most common prescriptive approach to provide balance between work and life for their employees (Cully et al 1999; Hogarth et al 2000; Dex & Smith 2002).

2.5 Strain-based conflict

Singh, Baily & Hopkins 2000 indicated that interaction of work and family is an area of stress particularly for women in management and professional areas. In the lives of both men and women, family life is usually the most important aspect and alongside job satisfaction is a significant predictor of general life satisfaction. Yet working women often feel conflict about the combination of these roles. Since women have stronger personal, social and society pressure to adhere to the roles focusing on family and household tasks. Working women experience the strains of competing work and family demands more than men.

Dunahool, (1996) indicated that there are three different types of conflict that relate to the work - family role dilemma. The first is a time-based conflict, involving the distribution of time, energy and opportunities between the occupational and family roles. Here, scheduling is difficult and time is restricted since the demands of each role and the behavior required to enact them are incompatible. Women often experience fatigue since the two roles compete for personal resources. The second conflict is a strain-based conflict, referring to the spill over of strain or an emotional state that is generated in one role into the performance of another role. Behavior-based conflict, the third type of work-family conflict refers to the incompatible sets of behavior an individual has for work and

for family. Because of these separate sets of behavior, women often find it difficult to shift gear from one role to another.

The stress among dual-career couples is caused by overload conflict .Therefore, dilemmas resulting from lack of time and energy when heavy scheduling demands prevent day-to-day domestic chores from being done. Conflict results from interfering demands .For example, a scheduled business trip conflicting with the spouse's birthday. Conflict can also result from unmet expectations of the feeling that one person is not living up to the standards the couple has set for itself. Change itself is a source of stress, in that the couple must constantly adapt and respond to transitions in their work, personal and family lives (Hall & Hall, 1980). Each of the above situations creates stress for a dual career couple.

2.6 Job satisfaction

After Hawthorne studies, researchers have started to devote themselves to the research of job satisfaction. In 1935, Hoppock was the first scholar to address the concept of job satisfaction. There are a variety of perspectives about job satisfaction, and they can be categorized into three types: comprehensiveness, difference, and reference frame. Comprehensiveness respect only has general explanation about job satisfaction, without the consideration of dimensions, reasons, and process. The emphases are employees' attitudes and views about the work and environment and the employees' affection awareness towards work (Wiess, Dawis, England, & Lofquist, 1967). The difference respect regards satisfaction level as the difference between the value one obtains from his/her working environment and the expected reward. The smaller the difference, the

greater the level of satisfaction, and vice versa. Reference frame respect emphasizes the employee's affectional reaction toward specific work dimensions.

There are several major theories in the field of job satisfaction: Maslow's hierarchy of needs, Herzberg's two-factor theory, Alderfer's ERG theory, McClelland's theory of needs, Adams' equity theory, and Vroom's expectancy theory (Robbins, 2001).

There are a variety of factors influencing job satisfaction, and the emphasis that each researcher chooses is not quite the same. However, most researchers have a common opinion that job satisfaction is the result of the interaction of individuals and job related factors, and agree to generalize many factors into some common dimensions (Kuo, 1999). For example, Herzberg (1966) divided factors of job satisfaction into motivator factors (such as work, employees themselves, etc) and hygiene factors such as relationships, work environment, organizational policy, salary, etc ; Locke(1973) divided into work events (such as work itself, reward, environment, etc, and behaviorists such as behaviorists themselves, other people in the organization, etc; Seashore and Taber (1975) divided into individual variables (such as personality, capability, awareness, expectation, etc, and environmental variables (such as political economy, vocational characteristics, etc).

2.6.1 The relationship between work-family conflict and job satisfaction

Many researchers conduct empirical researches on the relationship between work-family conflict and job satisfaction; however, the results are not quite the same. Most of the results proposed that when the work-family conflict arises, job satisfaction goes down. In Kossek and Ozeki's (1998) paper, they integrated a lot of research results and derived the

correlation coefficient of the two variable was -.24. Many reports have the similar outcome, discovering that work-family conflict is significantly negative related to job satisfaction Bedeian, Burke, & Moffett, 1988; Coverman, 1989; Parasuraman et al., 1989; Rice et al., 1992; Staines, Pottick, & Fudge, 1986 (cited from Allen, Herst, Bruck, & Sutton, 2000). Nevertheless, some researchers' empirical results showed there was no significant relationship between work-family conflict and job satisfaction (Wiley, 1987; O'Driscoll, Ilgen, & Hildreth, 1992; Lyness & Thomas, 1997; Thompson & Blau, 1997; Aryee, Luk, Leung & Lo, 1999) (cited from Allen, Herst, Bruck, & Sutton, 2000).

Moreover, job satisfaction depends on the interaction of individual factors and work related factors. Although some researches illustrate that work-family conflict and job satisfaction is significantly negative related, there are still other researches' results obtained the opposite outcome. (Kossek & Ozeki, 1998) suggested that job satisfaction is often negatively related to work-family conflict. employees who view their work as a difficult factor to satisfy their family roles will likely be less satisfied with their job as it seen as the source of the conflict. Employees who are more satisfied with job may feel less conflict between work and family demands.

2.7 Gender

Gender ideology traditionally assigns males to bring bread and butter for family, and females to take family labor and childcare (Konrad & Cannings, 1997). The traditional view of proper gender relationships is neatly summed up in the description of wives as the "Secretary of the Interior" and husbands as the "Secretary of Defense," responsible for affairs inside and outside the family, respectively. From the sociocultural expectations theory, the traditional domains of males are works, and females' are families (Gutek et

al., 1991). The time spent working in the opposite sex's domain ought to have a greater psychological impact on a person's perceptions of work-family conflict than times spent in his or her own domain. While the raising labor force participation rates of women, women's roles have changed. However, the relationship between work and family was reciprocal for males, suggesting males were able to adjust one domain to compensate for the other. Females exhibit a unidirectional relationship between work and family, suggesting females could not trade off work for family. In another words, while females' family involvement has impact on their work involvement, the family involvement was independent of the influences of work (Tenbrunsel et al., 1995). Females can't ease off their responsibility for family even with a paid work. Although, males are more participative in housework than before paid employment is still of paramount importance (Arrighi & Maumer, 2000). So, females may exhibit higher level of wok-family conflict than males.

Gender role is a set of suitable behavior that one society expects their males or females to behave (Eagly, 1987; Burn, 1995). Gender-role attitudes reflect one's beliefs on suitable behavior of males and females. Along with the expansion of educational and employment opportunities, however, women have entered the workforce in increasing numbers, and employees' gender-role attitudes have changed. Both women and men have become less traditional in their gender-role attitudes. For example, women and men in the 1980s were more likely than in the 1960s to agree that it is appropriate for wives to have their own careers, that employed women can be good mothers, and that men should do more housework and child care (Thornton et al., 1989; Rogers & Amato; 2000). That is to say, employees' gender-role attitudes have shifted from traditional perspectives to

egalitarian perspectives. The wives who adopted more egalitarian attitudes became less satisfied with their marriages, and presumably, they may negotiate work and family responsibilities with their husbands that previous generations took for granted, thus reducing work- family conflict (Rogers & Amato; 2000). However, egalitarian husbands may exhibit more work-family conflict than their traditional counterparts, because they do more housework, support their wives more, and are more involved with their children (Kaufman, 2000). Although they have documented that many fathers want to increase the amount of time spent caring for their home and children, there are many structural, cultural, familial, and personal barriers to increase further involvement in family work (Allen & Hawkin, 1999). Therefore, mens' and womens' time in family work is converging, but women are still doing more family than men (Robbinson, 1988). Dmaris and Longmre (1996) found that females do much more housework than males, but only one third of them think it was unfair, even compared to egalitarian males, females might suffered more work-family conflict.

The number of hours worked each week has a significant effect on reports of work-family conflict, particularly for women (Voydanoff, 1988). But the relationship between hours worked and perception of work-family conflict also reflects women's subject positions within the dominant discourse since women have stronger personal, social and society pressure to adhere to the roles focusing on family and household tasks. Working women experience the strains of competing work and family demands more than men.

But, do the effects of supervisory support are same to both male and female employees? As we have mentioned, although males are more participative in housework

than before, paid employment is still of paramount importance (Arrighi & Maumer, 2000). Presumably, male employees want more work support from supervisors compared to female employees. On the contrary, because females would take most housework, family supports may be better than work support to ease off work-family conflict among female employees.

2.8 Supervisory support

Cassel, and Cobb (1970); argued that social support could ease off the adverse impacts of life pressure, and further personal adaptation to livelihood. There are three major sources of social support, supervisors, colleagues, and family members (especially spouses) (Argyle, 1989). Among them, supervisory support is the best kind of social support to employees' work life because supervisors control subordinates' promotion, pay increase, and improvement in working conditions significantly. As regards to solving problems at work, supervisory support is better than support received from colleagues and family members. In the meantime, supervisors could create a delightful working climate through social recognitions, such as by giving compliments and encouragements which maybe a relaxation factor for employees' work-family conflict (Argyle & Furnham, 1983). Beehr (1985) also claimed that supervisory support is very important to subordinates owing to supervisors' authority to help and support them. Schmelz (1997) studied insurance agencies and found that support received from supervisors and managers was good for employees to lighten all kinds of stress, to reduce withdraw tendency, and to increase productivity. These positive effects were believed to be stronger than the effects of support received from colleagues' or family members' supports.

Many researches on work-family conflict have showed that supervisors' understanding on subordinates' family demands may lead to positive impacts on employees' job satisfaction, job performance, and organizational commitment (Carlson & Perrewe, 1999; Schmelz, 1997; Sommer & Stephens, 1993; Fernandez, 1990). That is, if supervisors help their subordinates to do job smoothly or support them to play family roles properly, employees could ease off their work-family conflict, and then bring the good organizational outcomes. For this reason, supervisory support is an important relaxation factor of employees' work- family conflict. Respecting to supervisory support, supportive supervisors could give subordinates assistance in work domain to lower their perceptions and reactions to job stress (House, 1981; Beehr et al., 1995), or give family support, such as adjusting to job tasks or schedules, listening to subordinates' family problems, and sharing experience about family life, in order to help subordinates to balance work and family demands.

Therefore, no matter what a supervisor represented supportive behaviors in work domain or family domain, both could aid subordinates to handle their work-family conflict. But, do the effects of supervisory support are same to both male and female employees? As we have mentioned, although males are more participative in housework than before, paid employment is still of paramount importance (Arrighi & Maumer, (2000). Presumably, male employees want more work support from supervisors compared to female employees. On the contrary, because females would take most housework, family supports may be better than work support to ease off work-family conflict among female employees.

In traditional society such in Yemen, males focus on work, so supervisors' work supports may reduce work-family conflict more than family support. On the other hand, traditional females focus on families. Thus, supervisors' family support is better relaxation factor of work-family conflict compared to work support among female employees. As for egalitarian males, they may need more family support than traditional males. And we can assume that egalitarian females need more work support than traditional females. Supervisors understanding may lead to positive impact on employee job satisfaction the greater the job satisfaction, the lower the level of work-family conflict. Supportive supervisors could give subordinates assistance in work domain to lower their perceptions and reactions to job stress or help subordinates to balance work and family demands. The lower the work strain, the lower the level of work-family conflict. Supportive supervisors can help subordinates, such as adjusting to job tasks or schedules, because time is a major aspect that has been associated with conflict.

2.9 Variables

Throughout this proposal, careful attention has been given to concise conceptual and operational definitions. Definitions have arisen from consideration of relevant literature. The operational detention of these variables and dependent variable work family conflict are presented below.

Table 2.1

<i>Variables</i>		
Independent variables	Dependent variables	Moderator
Time	Work family conflict	Supervisory support
Strain		gender
Job satisfaction		

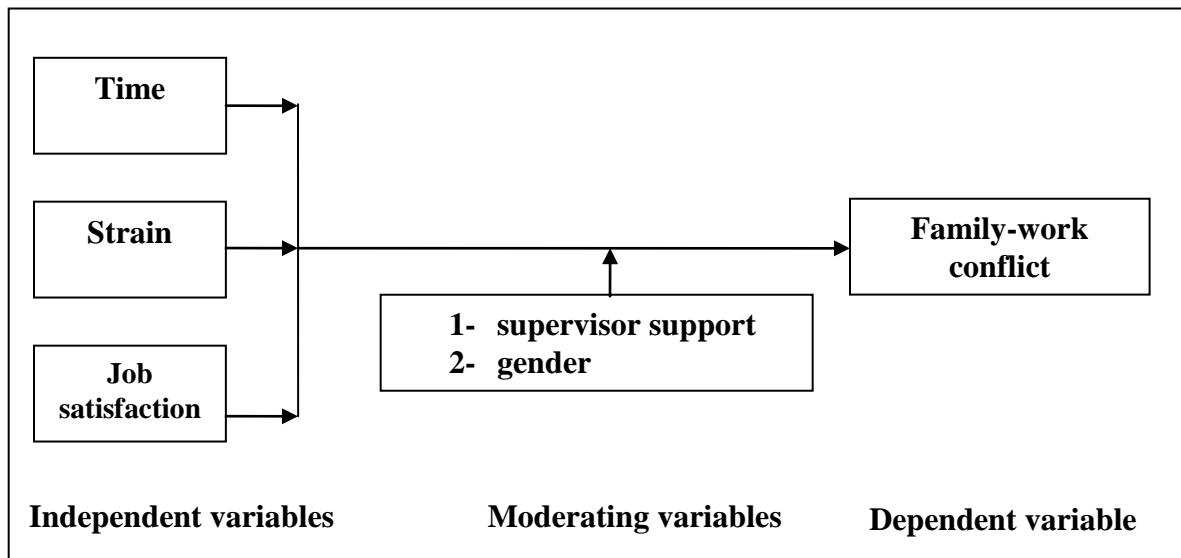


Figure 2.1 Theoretical frameworks (The relationship among the variables).

2.10 Hypotheses Development

In the present study, we have come up with a few hypotheses.

2.10.1 Time-Based Conflict

Time is a major aspect that has been associated with conflict. Multiple roles may compete for a person's time. Time spent on activities within one role generally cannot be devoted to activities within another role. Consequently, an employee whose work role interferes with their family role cannot satisfy both roles in the same time period. Time-based conflict is consistent with excessive work time and schedule conflict as well as role overload. Time-based conflict can take two forms. First, time demands associated with one role's membership may make it physically impossible to comply with expectations arising from another. For example an employee might stay late at work to finish a project, thus make it physically impossible to spend time with his family. Second, time demands

may also produce a preoccupation with one role even if an individual is physically attempting to meet another role's demands, for example the same employee comes home to spend time with his family, all the while thinking about the project that needs to be completed at work.

Hypothesis 1

The greater the hours worked per week, the higher the level of work-family conflict.

2.10.2 Strain-Based Conflict

A form of work-family conflict involves role-produced strain, where strain in one role affects one's performance in another role. Potential sources of strain-based conflict include the emotional demands of the workplace. Strain indicators can include depression, apathy, tension, irritability, fatigue, and anxiety the roles are incompatible in the sense that the strain created by one makes it difficult to comply with the demands of another. For example, employees who suffer from depression or tension will find it difficult to be an attentive partner or loving parent, thus strain-based conflict can contribute to work-family conflict in both directions. Also, individuals facing relatively high levels of strain at work are more likely to feel conflict when family responsibilities interfere with work roles, since they may already feel taxed by the demands of the work itself. Thus, it is expected that there will be a positive correlation between strain based variables and both work-family and family-work conflict. Therefore, while strain-based variables originating in the workplace can impact on work-family conflict, they may also spill over into the home and therefore impact on family work conflict. Hypothesis two ensues from this prediction and it is formulated in the following way:

Hypothesis 2

The greater the work strain, the higher the level of work-family conflict.

2.10.3 Job Satisfaction

Job satisfaction is often negatively related to work-family conflict. Employees who view their work as a difficult factor to satisfy their family roles will likely be less satisfied with their job as it is seen as the source of the conflict. Also, the more family roles interfere with work obligations, the more employees may feel less satisfied with the job itself. A work family conflict and job satisfaction link thus, have been mixed. Hence, the resulting hypothesis read:

Hypothesis 3

The greater the job satisfaction, the lower the level of work-family conflict

2.10.4 Gender

Traditionally men are expected to focus their efforts on economic activities, whereas women are supposed to take care of children and household duties. Since men and women's behaviors are therefore limited, there are different levels of work- family conflicts in different gender (Duxbury & Higgins, 1991). However, when women also enter the job market and play roles of economic source, employees' gender-role attitudes may change from traditional male and female attitudes to egalitarian development attitudes. In another word, gender is an important influencer upon employees' work-family conflict in a traditional society. However, in modern and egalitarian society, gender-role attitudes may be a better predictor than gender. Since Yemen is strongly a traditional society, we thus can argue that gender has an effect on work-family conflict. Thus, hypothesis four read as:

Hypotheses 4

Females are more likely to have higher level of work-family conflict than males

2.10.5 Supervisory support

As mentioned in literature review supervisors understanding on subordinates family demand may lead to positive impact on employee job satisfaction. Supportive supervisors also could give subordinates assistance in work domain to lower their perceptions and reactions to job stress or give family support, such as adjusting to job tasks or schedules', listening to subordinates family problems, and sharing experience about family life. This will help subordinates to balance work demand and family demands. But, are the effect of supervisory support is the same to males and females employees? We can say that because women take most house work, so the relaxation factor effect may be different in male and female employees.

Hypotheses 5a

The work-family conflict relationship base on time is negatively moderated by the supervisory support.

Hypotheses 5b

The strain-based work-family conflict relationship is negatively moderated by the supervisory support.

Hypotheses 5c

The job satisfaction work-family conflict relationship is positively moderated by the supervisory support.

Table 2.2

Hypotheses of the study

H 1	The greater the hours worked per week, the higher the level of work-family conflict.
H 2	The greater the work strain, the higher the level of work-family conflict.
H 3	The greater the job satisfaction, the lower the level of work-family conflict.
H 4	Females are more likely to have higher level of work-family conflict than males.
H 5 (a)	The time-based work-family conflict relationship is negatively moderated by the supervisory support.
H 5 (b)	The strain-based work-family conflict relationship is negatively moderated by the supervisory support.
H 5 (c)	The job satisfaction work-family conflict relationship is positively moderated by the supervisory support.

2.11 Summary

The review of previous research is to contribute in developing better understanding in the field of work-family conflict, which is going to be studied on and to identify practical suggestion that can be taken into consideration. It is hoped that the proposed conceptual framework will uncover valuable information to reduce the work-family conflict among employees in Yemeni government organizations.

Chapter 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter will concentrate on issues in the design process such as definition of the population, sample size, sampling procedure, data collection methods, measures used in questionnaire design and data analyses used for the study. The data gathered from the questionnaires will be essential in producing valuable findings in the coming chapter.

3.2 Research design

Under the research design, the methods and procedures for getting and analyzing the required information will be discussed. The component of a research design includes the type of study, unit analysis, time horizon and population and sample.

3.2.1 Type of study

This study is correlation in nature as it emphasizes on relationships between the dependent variables and the independent variables. Its objective is to examine the relative importance of the independent variables.

3.2.2 Unit of analysis

The unit of analysis in this study is the individual which are employees in the government organizations in Yemen.

3.2.3 Time horizon

The study is a crossed-sectional in nature and all data was collected at a point in time covering slightly a period of two months, through researcher administered questionnaire.

3.2.4 *Research site*

This study was targeted at Yemeni employees working in government organizations in Yemen.

3.2.5 *Sampling procedure and sample size*

A sample of 200 respondents from various government organizations in Yemen had been estimated for this study. Convenience sampling was used to select the sample for the study in order to obtain a large number of completed questionnaires quickly and economically, due to time and budget constraints. A total of 250 self administered questionnaires were distributed by assistance of friends in Yemen.

The final total number of responses returned were 210, however only 200 were usable as the balance of 10 was rejected due to improper completion of the questionnaire. As such, the actual response rate for the study was 84 % which was considered satisfactory. The respondents of the present study will consist of single, married, widowed and divorced employees. Regarding the single, widowed and divorced respondents, we would expect that they have responsibilities to their family members. For example, the single respondents may bear the responsibilities after their parent died. And the widowed and divorced are still responsible of family after they divorced. This, as we expect would create a sense of work-family conflict that the singles, widowed and divorced respondents would be facing.

3.2.6 *Variables*

As it has been clearly identified in the hypotheses section in the previous chapter, the variables used in the present study was as follows:

1. Dependent variable: work-family conflict.
2. Independent variables: Time, strain and job satisfaction.
3. Moderating variables: support of supervisor and gender.

3.3 Data collection

Data gathering was conducted once over a period of at least two months between December 2004 to February 2005 .A brief discussion was done with all personal contacts on the content of the questionnaires and method of answering before actual distribution to the respondents was carried out. This was important to ensure that they fully understood the requirements and were able to assist the respondents if necessary The questionnaire was translated to Arabic language to ensure respondents' understanding. They distributed the questionnaires to the respondents within their respective companies and later collected the completed responses.

3.4 Measures

The design of the questionnaire was aimed to be user friendly whereby the questions were written in Arabic and the bulk of the questions required the respondent to only circle or tick the relevant answers. Sample instructions were given at the beginning of the first page on how to answer the questions based on the proposed five-point Likert scale (1=Strongly Disagree, 2= Disagree, 3=Fair , 4=Agree, 5=Strongly Agree).

The items in the questionnaire were organized in a self-administered package as shown in Appendix A. there were all 52 questions and were divided into two sections as follows:

Part 1: consisted of 43 questions to measure the influence of the independent and moderating variables on dependent variable.

Part 2: consisted of 9 questions on respondents' profile that was crucial for the demographic variables testing. Part 2 looked at quantifying the respondents' personal and demographic details such as age, marital status, education, current job category, number of working hours per week and nature of work. However, some modifications in the questionnaire were made from its original version in order to fit the current literature review. Below is the detailed explanation on the above sections:

3.4.1 Dependent variable

In the present study, the dependent variable is work-family conflict. Work-family conflict was measured by using the 6-items Inventory of Work-Family Conflict (Kopelman, Greenhaus & Connely, 1983).

3.4.2 Independent variable

There are three main independent variables. They are time, strain and job satisfaction.

Time

Total hours worked was measured with a single item, reported in demographic part with hours per week. Time is measured with a five-item measurement (Carlson, Kacmar, & Williams, 1998).

Strain

Strain was measured by using a five-item measure, (Carlson, Kacmar, & Williams, 1998).

Job satisfaction

Job satisfaction was measured by using a 10-item scale that was adopted from the Minnesota satisfaction questionnaire or MSQ (Weiss, et al., 1976).

3.4.3 Moderating variables

The researcher used support of supervisory and gender as moderating variables.

Supervisor support

Supervisor support was measured with twelve items .Items number 1-5 were adopted from Porter et al., (1979), (cited in Mawday, 1979). While items number 6-12 were adopted from Greenhouse et al's supervisory support (1990). In addition, similar measure has also been frequently used in MBA research studies on supervisor support with various types of sample population.

Gender

Gender will be measured by 1=female, 0=male.

3.5 Data analysis

To ensure testability of the study, systematic data analysis was stringently followed throughout the process. The processes included preparing data for analysis, handling of blank responses, statistical analysis and hypotheses testing. Data collected was analyzed using the SPSS software packages. Descriptive analysis was conducted to evaluate key statistical data on the variables used on the study.

A reliability measure was performed to test the goodness of the items. Univariate Analysis of variance (ANOVA) and t-test were used to assess the influence of the

demographic variables on work-family conflict. The hierarchical regression analysis employed to test the effects of independent variables on work-family conflict.

3.6 Summary

This chapter had proved important information on the research design, sampling procedures and data analysis used to test the variables in the present study. These methodological processes were vital to ensure the validity of the research was not undermined. The following chapter will look at the findings of the study gleaned from the analysis.

Chapter 4

RESULTS OF THE STUDY

4.1 Introduction

This chapter will provide the results of the analyses carried out on the current study. It is divided into five sections. After a brief introduction, section one will explore the respondents' profile according to the demographical categories. Section two will follow suit with the goodness of measures obtained from factor analysis and reliability testing. Next, section three will provide the descriptive analysis of the different variables used in the study. Section four will continue on the hypotheses testing which includes hierarchical regression tests in order to analyze the relationship of dependent variable with the various independent variables used in the present study as well as univariate ANOVA analysis and on the demographic variables .Finally ,section five will provide a summary of the results for this chapter.

4.2 Overview of Data Gathered

The questionnaires with the cover letter were sent out to respondents. A total of 250 questionnaires were distributed and 210 were collected back, which means 84 % of response rate and only 200 were usable and fully answered. SPSS was used in order to analyze the data. The testing methods used were factor analysis, reliability test, one-way ANOVA, t-test and hierarchical regression analysis.

Table 4.1
Sample Profile

Number of the Questionnaires Distributed	250
Number of the Questionnaires Collected Back	210
Response Rate	84%
Number of Cases Used for Analysis	200

4.2.1 Profile of the respondents

The target respondents

The frequency distributions were obtained for all biographical data and classification variables. The respondent biographical data as summarized in Table 4.2 is divided into seven categories. They are age, marital status, number of children, education level, job category, number of working hours per week and nature of work.

On the issue of gender from the 200 respondents, there was a somewhat balance distribution of 103 male respondents and 97 female respondents.

A look at the age factor showed that the majority were in the range of 25-35 years old (113 individuals 56.5%), while a considerable number were in the array of 36-45 years, which is 41 respondents (20.5%), followed by 29 respondents (15%) under 25 years and 16 respondents (8%) above 45 years category.

The respondents' marital status showed 126 respondents were married (63%), while the singles category was also high with 58 respondents (29%). As for the divorced and widowed categories, the figures produced were (6%) and (2%) respectively.

The result from the table 4.2 indicates that 66 respondents (33%) have 1-2 children, while 75 respondents (37.5%) have no children .Followed by 51 respondents (25.5%) have 3-5 children. Only 8 respondents (4%) have more than 5 children.

In terms of the education background, all respondents had finished at least high school. The bulk of the respondents possessed a first degree that is 144 individuals (72%), while 18 respondents (9%) had obtained their masters and 20 respondents (10%) had only a diploma.

Next on the list was the job category, (158) was in the middle level management (79%), while 19 respondents (9%) were in lower level management and 22 respondents(11%) were from the top level management.

On the issue of the number of working hours per week, a majority of the sample work 41-45 hours per week, which is 79 respondents(39.5%), while 32 respondents(16%) work 41-45 hours, followed by 24 respondents(12%) work less than 35 hours, and 65 respondents(32.5%) work more than 45 hours per week. Finally, a majority of respondents work full time, only 23 respondents work part time.

4.3 Goodness of measures

4.3.1 Factor analysis

Factor analysis was performed in order to analyze the goodness of the data .This is data reduction analysis that will help to identify a small number of factors that explain most of the variance observed in a larger number of variables.

KMO Kaiser and Bartlett's test have to be carried out before proceeding to factor analysis. A result .5 and above indicates the adequacy of the data for performing factor analysis and from factor analysis the result is .661,(see table 4.3 and appendix B)

Table 4.2
Respondents profile (N=200)

Factors	Categories	Frequency	Percentage
Gender	Male	103	51.5
	Female	97	48.5
Age	Under 25 years	29	14.5
	25-35	113	56.5
	36-45	41	20.5
	Above 45 years	16	8
Marital Status	Single	58	29
	Married	126	63
	Divorced	12	6
	widowed	4	2
Numbers of children	No children	75	37.5
	1-2	66	33
	3-5	51	25.5
	More than 5	8	4
Education	High school	12	6
	Diploma	20	10
	Degree	144	72
	Master	18	9
	PhD	2	1
Current job category	Lower level	19	9.5
	Middle level	158	79
	Top level	22	11
Number of working hours per week	Less than 35	24	12
	35-40	79	39.5
	41-45	32	16
	More than 45 hours	65	32.5
Nature of work	Full time	177	88.5
	Part time	23	11.5

Table 4.3

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.661
Bartlett's Test of Sphericity	Approx. Chi-Square	200.721
	df	15
	Sig.	0.000

In the rotation phase, the initial component matrix was transformed into one that was much easier to interpret. The cut-off factor loading for retention for this study is .50 (Hair & Anderson, 1998). The rotated component matrix is presented in tables 4.4, 4.5 and appendix B.

Factor analysis was used in data reduction to classify a small number of factors that explain most of the variance observed larger number variables and to identify the variables to be used in regression analysis. A factor analysis was performed in this study on all the data collected attempts to identify underlying variables, or factors, that explain the pattern of correlation within a set of observed variables.

Table 4.4

Rotated Component Matrix (a)

Item	Component	
	1	2
Work-family conflictQ12	0.75	0.35
Work-family conflic2Q14	0.72	-0.08
Work-family conflictQ13	0.71	-0.26
Work-family conflictQ11	0.68	0.20
Work-family conflictQ16	0.19	-0.81
Work-family conflictQ15	0.25	0.72

Table 4.5
Rotated Component Matrix (b)

Items	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
Super*Q40	0.87	0.11	-0.09	-0.08	0.00	-0.01
Super Q41	0.82	0.11	9.12	2.07	1.97	0.15
Super Q34	0.81	-0.00	-0.17	0.20	4.46	7.03
Super Q43	0.81	0.13	-0.06	0.12	2.66	-0.12
Super Q39	0.80	0.22	-0.07	9.49	4.93	-0.09
Super Q36	0.75	3.67	-0.16	0.40	-0.11	0.13
Super Q42	0.74	-0.02	-0.23	0.12	9.37	7.26
Super Q38	0.71	0.17	-0.16	0.29	0.15	-0.11
Job**Q28	-0.00	0.83	-0.24	-0.01	-0.08	1.00
Job Q22	0.18	0.82	-0.18	8.82	-0.10	-0.01
Job Q31	0.30	0.76	-0.06	0.17	-0.11	4.56
Job Q27	-0.02	0.67	0.21	0.10	7.14	-0.05
Time Q2	-0.40	-0.01	0.79	-0.14	-0.01	7.47
Time Q1	-0.39	-0.13	0.76	-0.03	1.58	0.14
Time Q3	0.18	-0.40	0.67	-0.08	-0.02	-0.40
Strain Q6	2.86	-0.06	0.10	-0.02	0.90	-0.07
Strain Q7	2.56	-0.08	-0.04	-0.05	0.88	-0.08
Strain Q8	6.25	-0.14	-0.22	9.77	0.56	-0.01

*Super = support of supervisor. **Job = Job satisfaction.

The Varimax rotation method was used to extract number of factors that influence the dependent variable.

4.3.2 Reliability analysis

The reliability of a measure is established by testing for both consistency and stability.

The Cronbach Alpha for all variables is shown in Table 4.6.

Table 4.6
Result of reliability test

variable	No of items	Item deleted	Cronbach's Alpha
(DV)* Work-Family conflict	4	2	0.70
(IV)** Time	3	2	0.77
(IV) Strain	3	2	0.77
(IV) Job satisfaction	4	6	0.81
(MV)*** Support of supervisor	8	4	0.93

*(DV)=Dependent variable.**(IV)=Independent variable.***(MV)=Moderating variable

The first test carried on the data was the reliability test on the multi-item instrumentals used in the research. The Cronbach Alpha value was used to test the reliability of the items measuring each variable; Work-family conflict, time, strain, job satisfaction and support of supervisor. It is a reliability measure coefficient that reflects how well items in a set are positively correlated to one another.

The results obtained as shown in Table 4.6 indicated the Cronbach Alpha values for the measuring items of independent variable, moderating variable and dependent variables. All of the Cronbach Alpha is above 0.6 showing that the measures of all items are acceptable. Questions that are found useful and contributed to the computation are maintained. In appropriate questions were deleted to increase the reliability of Alpha value of each variable. The results were Work-family conflict (.70), time (.77), strain (.78), job satisfaction (.82), and support of supervisor (.94).

4.4 Effect of demographic factors on work-family conflict.

One-way ANOVA and t-test were used to find out whether demographic factors have any influence on work-family conflict. Table 4.7 presents the results of One-way ANOVA and t-test.

Table 4.7
Result of One Way ANOVA and t-test

Factors	F	Sign F
Age	1.75	0.16
Marital status	1.91	0.13
Education	1.58	0.17
Current job category	2.54	0.08
Hours per week	0.99	0.40
Nature of work	2.26	0.14

Based on the SPSS output, the six demographic factors were found to have no significant effect on work-family conflict. Age were found no significant effect on work-family conflict with its significant level at, $F = .159$.

The second demography factor used, and found no significant effect on work-family conflict is education level with a significance level, $F = .167$. It does not have any impact on work-family conflict. The higher the education level does not mean they have work-family conflict. It is difficult to compare applicants at lower level with higher education level.

The third factors, which found no significant effect on work-family conflict is, job status. Its significant level, $F = .081$ indicates that an individual's job position does not have relationship with the work-family conflict; this is because the level in which they are doesn't not necessarily indicate that they have work-family conflict.

In terms of martial status and nature of work, no influences were identified, with each variable showing poor significance level of .13 and .14 respectively. As such, these demographic variables were not adequate factors to determine the influence on work-family conflict.

4.5 Correlation Analysis

For the present study, person correlation coefficient was used to measure the strength of association among the variables used. As shown in table 4.8 the paired variables recording correlation with double star (**) had the strongest relationship and produced significant results. For example, the correlation between the dependent variable work-family conflict and independent variable such as time were very significant as such these variables showed significant relationships and had strong possibility to support the hypotheses testing in the regression analysis.

Table 4.8
Results of Pearson Correlation

Variables	1	2	3	4	5	6
1-Work-family conflict						
2-Time	0.491**					
3-Strain	0.324**	-0.007				
4-job satisfaction	-0.251 **	-0.326**	-0.182**			
5-Gender	0.193**	-0.162*	0.161*	-0.093		
6-Supervisory	0.143**	-0.404**	0.093**	0.276**	0.150*	

* Correlation is significant at the 0.05 level (1-tailed).

** Correlation is significant at the 0.01 level (1-tailed).

4.6 Hypotheses testing

This section takes a look at the correlation of the variables as well as the hypotheses testing done using regression. There are five hypotheses which will be described and analyzed later in this section.

4.6.1 Factors that affect work-family conflict

Hierarchical regression analysis was used to find out which variables have significant impacts on work-family conflict. The dependent variable for the present study is work-family conflict and the independent variables are comprised of time, strain, and job satisfaction. The following table 4.9 shows the result of the regression analysis on work-family conflict.

Table 4.9
Results of hierarchical Regression Analysis

Variable	Beta	T-ratio	Sig.T
Time	.48	7.92	.00
Strain	.34	5.77	.00
Job satisfaction	-.04	-.65	.52
R square = 0.36		Durbin Watson=1.992	
F= 36.84		Condition Index =21.173	
Sig. F=0.00			

Based on SPSS output, Time was found to have very significant effect on work-family conflict (Sig.T = .00). Therefore hypothesis 1 was substantiated.

Time is a major aspect that has been associated with conflict. Multiple roles may compete for a person's time. Time spent on activities within one role generally cannot be devoted to activities within another role.

Strain was found to be significant at 1% significance level (Sig. T= .00) with a positive beta (.34). This means that strain has significant positive effect on work-family conflict. Therefore hypothesis 2 was substantiated.

There will be a positive correlation between strain based variables and work-family conflict. Therefore, while strain-based variables originating in the workplace can impact on work-family conflict, they may also spill over into the home and therefore impact on family work conflict.

Job satisfaction was not found to be significant (Sig.T = .52) with beta (-.04). This means that job satisfaction has not significant effect on work-family conflict. Therefore hypothesis 3 was not substantiated.

The R square was 36 %. This means that time, strain and job satisfaction can explain 36% variations of work-family conflict. This implies that 64 % impact on the factors influencing work-family conflict was unexplained in this model. This may be due to the exclusion of some relevant variables. The Durbin-Watson falls within the acceptable range (Durbin-Watson 1.99). This means that there was no auto correlation problem into the data. The condition index, VIF and Tolerance all fell within the acceptable range. Therefore there was no multi collinearity problem in the model. The F-ratio was very significant (Sig - 0.00) at 1% significance level. This implies that this was an adequate model. Thus it can be concluded that this model used in this study was acceptable.

4.6.2 The moderating effect of gender and support of supervisor (Hierarchical regression analysis)

The moderating variables for this regression analysis were gender and support of supervisor. Table 4.10 shows the result of hierarchical regression analysis on work-family conflict based on SPSS output model 5.

For the questions research of this study (what are the moderating effects of supervisor and gender on relationships between independent variables and work-family conflict? There are some unexpected results. It was found that supervisory support just exhibited the main effect on work-family conflict, but not showed as a moderator on the relationships between job satisfaction and strain variables and work-family conflict. Thus, Hypotheses 5b and 5c were not supported.

Table 4.10
Results of hierarchical Regression Analysis

Variable	Beta	T-ratio	Sig.T
Time-gender	-0.74	-4.76	0.000
Strain-gender	0.30	0.82	0.410
Job satisfaction-gender	-0.43	-3.08	0.002
Job satisfaction-support of	0.54	-1.47	0.140
Strain- support of supervisor	0.71	1.53	0.130
Time- support of supervisor	-0.70	-3.27	0.001
R square =0.62		Durbin Watson=1.992	
F= 4.30		Condition Index =21.173	
Sig .F=0.006			

Perhaps, this is due to those employees with strong traditional society emphases on family support rather than support from supervisors. This assists them with family-oriented support to help them to handle their work-family conflict.

4.7 Summary

The results of the hypotheses are summarized in table 4.11 based on the analysis carried out in this chapter.

Table 4.11
Results of Hypotheses

No of Hypotheses	Hypotheses	Test conducted	Result
H1	The greater the hours worked per week, the higher the level of work-family conflict.	Hierarchical regression analysis	Accepted
H2	The greater the work strain, the higher the level of work-family conflict.	Hierarchical regression analysis	Accepted
H3	The greater the job satisfaction, the lower the level of work-family conflict	Hierarchical regression analysis	Rejected
H4	Females are more likely to have higher level of work-family conflict than males	Hierarchical regression analysis	Accepted
H5(a)	The time-based work-family conflict relationship is negatively moderated by the supervisory support.	Hierarchical regression analysis	Accepted
H5(b)	The strain-based work-family conflict relationship is negatively moderated by the supervisory	Hierarchical regression analysis	Rejected
H5(c)	The job satisfaction work-family conflict relationship is positively moderated by the supervisory support.	Hierarchical regression analysis	Rejected

There are a total of seven hypotheses designed for this research. The findings from all the analyses are deliberated after the data was compiled. From the results obtained from the reliability analysis, the dependent and independent variables used in the study are found to be reliable and suitable for the study. According to the hypotheses tested in Tables 4.9 and 4.10 respectively, the results indicate that four hypothesizes are confirmed substantiated and three are not substantiated because their results are not significant. The substantiated hypotheses are time, strain, and gender which have impact on the factors influencing work-family conflict among Yemeni employees. Further discussion on these factors will be narrated in the following chapter.

Chapter 5

DISCUSSION AND CONCLUSION

5.1 introductions

This chapter discusses the results of this research with conclusion based on these findings. Besides, implications of these results and its limitations, recommendations for future are also explained in this chapter.

5.2 Recapitulation of the study

In general, the present study was designed to investigate several key determinants that contribute to work-family conflict among Yemeni employees. The key determinants identified for the present study were time, strain and job satisfaction and moderators were support of supervisor and gender. Also several demographic data such as age, martial status, and job status and education level were analyzed to determine the influence they had on work-family conflict.

Several interesting results were uncovered from the analysis of the present study which is hoped will shade some light on the current situation in Yemen. These findings will be discussed further in the coming section.

5.3 Implications of the findings

This study sought to investigate sources of work-family conflict within the Yemen context. We examined the relationship between time, strain, job satisfaction, support of supervisor and gender, and work-family conflict.

As expected, there was a positive relationship between time and work-family conflict. Employees spending greater amounts of time at work are more likely to face conflicts as family time is taken away by the work role. However, problems of coping with work and domestic responsibilities remain especially acute for employees with caring responsibilities and especially women. Time spent on activities within one role generally cannot be devoted to activities within another role. Consequently, an employee whose work role interferes with their family role cannot satisfy both roles in the same time.

As predicted earlier in this study, individuals facing relatively high levels of strain at work are more likely to feel conflict when family responsibilities interfere with work roles, since they may already feel taxed by the demands of the work itself. Thus, based on the results there is a positive correlation between strain based variables and work-family conflict. Therefore, while strain-based variables originating in the workplace can impact on work-family conflict, they may also spill over into home and therefore impact on family work conflict.

The nature and strength of the relationship between conflict and job satisfaction can be various and findings in this study did not support this. The present study findings doesn't find any evidence that there is a relationship between job satisfaction and work-family conflict As mentioned earlier some researchers' empirical results also showed that there was no significant relationship between work-family conflict and job satisfaction (Wiley, 1987; O'Driscoll, Ilgen, & Hildreth, 1992; Lyness & Thomas, 1997; Thompson & Blau, 1997; Aryee, Luk, Leung & Lo, 1999) (cited from Allen, Herst, Bruck, & Sutton, 2000). The prediction that conflict would be negatively linked with job satisfaction was

not supported. These findings can be interpreted in two ways. Either there is a variety of factors influencing job satisfaction that depends on the interaction of individual factors and work related factors, or alternatively, the job satisfaction measurement used in this study was Minnesota Satisfactory Questionnaire (MSQ), which was designed to assess the satisfactory level of employees, may have neglected some elements regarded as important by employees.

The present study findings indicated that there were significant differences between the sexes in the experience of work family conflict: the level of work family conflict was higher for women than men. Findings indicated that Yemeni women, compared to Yemeni man considered their families and family activities much more than men. Even they are holding upper level manager positions in their organizations, gender role expectations and responsibilities have been continuing to be dominant for Yemeni women. Yemeni Women undertake most of the family responsibilities from child care to parents' care. Thus, these results refer to greater responsibility of women for family matters than men. So, it can be said that for Yemeni women, real source of conflict is the work-family conflict that they are facing. This finding is in line with classic gender role expectations theory. In this respect, Yemeni women can not participate in working life equally with men because of their heavy responsibilities with their families.

The findings of the present study encourage further examinations of work-family conflict and additional research may provide greater understanding of this phenomena. Men's and women's time in family work is converging, but women are still doing more family activities than men. This supports the notion that practices such as parental leave,

domestic leave, and flexible working hours are designed exclusively to make family life easier.

The present study indicates that supervisory support does not show significance results as a moderator on the relationships between independent variables and work-family conflict.

The researcher believes that there are practical implications to this result. In traditional society such as in Yemen family support may reduce work-family conflict more than work support. As Cassel, and Cobb (1970) argued earlier in this study that social support could ease off the adverse impact of life pressure, and further personal adaptation to livelihood.

5.4 Limitations

As in most other developing countries, Yemen is still in an early stage of development, lagging behind the many developed countries. Lack of information in Yemen could limit social and infrastructure development, and also limits researcher's effort to collect data and information about Yemen and research related to work-family conflict.

Several limitations have been identified in the present study. First, previous researches on the same topic conducted by local researchers to be used as reference for this study are lacking. Unfortunately, Yemen has not developed a data base system to help researcher for collecting and analyzing information .What is available in internet network is only general information about Yemen; it is not specific and sufficient .This is one of the main problems that I faced when I was preparing this study.

Second, the time constraint that it is practically impossible for me at least in term of time and long distance between Yemen and Malaysia to get such information. The time delay between data collection may also be interpreted as being less than optimal, as the time delay was under few weeks.

5.5 Recommendations

Employers have little enthusiasm for greater codification of employees' policies which restrict working time, putting emphasis on liberal doctrines of employees' choice (to work long hours) and freedom of market (Reeves, 2001). However, the government may encourage employers to offer greater flexibility to employees. In consequence, time flexible prescriptions (flexi-time; part-time working) have been offered by employers as the most common prescriptive approach to provide balance between work and life for their employees.

Of course, strain-based conflict is also operative at the level interpersonal relationships. Galinsky and Stein (1990) noted that the relationship between an employee and his or her supervisor was a significant source of stress for employed parents. Supervisory work-family support is evidenced by knowledge of benefits, flexibility in responding to the spill-over of family issues into the workplace, and a perception that providing such supports is part of the role of supervisor.

Employees with stronger traditional female attitudes will perceive stronger work-family conflict and they will focus on family support role of family rather than support of supervisor that assist them with family oriented support to help them to handle their work-family conflict. In this way, future researches are recommended to use this factor in order to clarify the impact that has on work-family conflict.

Work-family support from supervisor could help employees decreasing their work-family conflict. So, if government organizations provide training or activities for their managers to become supportive supervisors, maybe an alternative for employees' work-family conflict will be introduced.

Practices such as parental leave, domestic leave and flexible work can be designed exclusively to make family life easier and therefore make work easier firstly through addressing family role conflicts.

5.6 Conclusion

Overall, the findings of the present study indicate that Yemeni government employees operate under conflict situations similarly to other employees in many countries. This provides support that work-family conflict is an international phenomenon facing employees and their organizations. Kossek and Ozeki (1998) mentioned that the management of conflict between work and family responsibilities has become a critical challenge for organizations. The present study indicates that Yemeni employees do operate under such conflict, and consequently, Yemeni organizations and their managers, at least within the local government context, should seek to address this conflict. The findings of the presents study provide additional support for more research into work-family conflict in Yemen.

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Appendix A



**School of Management
Universiti Sains Malaysia
Master of Business Administration**

Dear sir / madam

Study on work-family conflict among Yemeni employee

I am very grateful that you agree to participate in this research. Please kindly complete the attached questionnaire and return it to me.

We would like to stress that this questionnaire is undertaken only for academic purpose and the confidentiality of the data will be strictly ensured.
We look forward to your support and cooperation.

Thank you again for participating. Your responses are greatly appreciated.

Your faithfully,

Supervised by

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Part 1: Given below are number of statements on work-family conflict .Please read them carefully and tick the appropriate answers.

Time	Strongly disagree	Disagree	Fair	Agree	Strongly agree
1-My work keeps me from my family activities more than I would like.					
2-The time I must devote to my job keeps me from participating equally in house hold responsibilities and activities.					
3-I have to miss family activities due to amount of time I must spend on work responsibilities.					
4-I have to put off doing things at work because of demands on my time at home.					
5-Due to work-related duties, I have to make changes to my plans of my family activities.					

Strain	Strongly disagree	Disagree	Fair	Agree	Strongly agree
6-Due to stress at home, I am often preoccupied with family matters at work.					
7-Because I'm often stressed from family responsibilities, I have a hard time concentrating on my work.					
8-Tension and anxiety from my family life often weakens my abilities to do my job.					
9-fatigueness due to domestic chores makes me less energetic at work.					
10-Sometimes I don't feel like going to work due to the fatigue from the domestic duties.					

Work-family conflict	Strongly disagree	Disagree	Fair	Agree	Strongly agree
11-Because my work is demanding, at times I'm irritable at home.					
12-After work, I come home too tired to do some of the things I'd like to do.					
13-On the job, I have so much work to do that it takes me away from my personal interests.					
14-My work takes up time that I would like to spend with my family.					
15-I'm too often too tired at work because of things I do at home.					
16-My superior and peers dislike how often I'm preoccupied with my personal life while at work.					

Family-work conflict	Strongly disagree	Disagree	Fair	Agree	Strongly agree
17-Because my family responsibilities are demanding, I'm sometimes ineffective at work.					
18-My family responsibilities take up time I would like to spend at home.					
19-My family dislikes how often I am preoccupied with my work when I am at home.					
20-My personal demands are so great that it takes away from my work.					
21-My personal life takes up time that I would like to spend at home.					

Job satisfaction	Strongly disagree	Disagree	Fair	Agree	Strongly agree
22-I look forward to come to work every day.					
23-I talk about my job with my family and friends.					
24-My job provides me with ample opportunity to use my abilities.					
25-I have sufficient freedom to use my judgment on the job.					
26-My job provides me enough flexibility to choose any method of doing my job.					
27-I get a feeling of accomplishment from my job after doing the job.					
28-At the end of each working day, I feel that the day has been well-spent.					
29-If I were to spend my career again, I would choose this job.					
30-If the other people can get a job like mine, they would be very lucky.					
31-I am satisfied with my job.					

Support of supervisor	Strongly disagree	Disagree	Fair	Agree	Strongly agree
32-Appreciates my good work.					
33-Encourages me to put more effort into my work.					
34-Treats all the staff under his/her supervision equally.					
35-Dose not criticizes me in front of the other colleagues.					

Support of supervisor	Strongly disagree	Disagree	Fair	Agree	Strongly agree
36-Would seriously consider my suggestions in regards to my work.					
37-Hasn't been influential in how my career was progressing.					
38-Has gone out of his/her way to promote my career interest through his/her actions and decisions.					
39-Frequently supported or actively nominated me for desirable work assignment that brings me into direct contact with higher level managers.					
40-Doesn't keep me informed about different career opportunities for me in the organization.					
41-Provides assignments that give me the opportunities to be promoted.					
42-Make sure that I receive the credit when I accomplished something significant in my work.					
43-Supports my attempts to acquire additional training or education to further my career.					

Background information

Part 2: The following questions are for statistical purpose only. They are to assist in analyzing the survey data. Kindly tick the appropriate answers.

1. gender

Male ☐

female ☐

2. What is your age?

☐ Under 25 years

☐ 25-35 years

☐ 36-45 years

☐ >45 years

3. What is your marital status?

☐ Single

☐ married

☐ divorcee

☐ widowee

4. How many children do you have?

5. What is the highest level of education you have completed?

☐ High school

☐ diploma

☐ degree

☐ master

☐ PhD

other specify-----

6. How long have you been working?

Number of years

7. What is your current job category?

☐ Lower level

☐ middle level

☐ top level

8. What is the number of working hours per week?

☐ Less than 35

☐ 35-40

☐ 41-45

☐ More than 45

9- What is the nature of your work?

☐ Full time

☐ Part time

Thank you for your time

بسم الله الرحمن الرحيم

المحترم/ة

المشارك/ة

اخى / اختى

بعد التحية

(صراع الاسرة والعمل للعاملين والعاملات فى المؤسسات الحكومية اليمنية)

اتوجه بالشكر الجزيل لمساهمتكم فى تعبئة الاستبيان المرفق والذى ارجوا ارجاعة بعد الاجابة على الاسئلة الواردة فيه.

احب ان اؤكد ان الغرض من هذا الاستبيان هو لاعداد بحث اكاديمى عن الصراع بين العمل والاسرة للعاملين والعاملات فى المؤسسات الحكومية اليمنية كجزء من متطلبات رسالة ماجستير يقوم الباحث بتحضيرها. لذا فان بيانات هذا الاستبيان لن يتم استخدامها الا فى حدود هذا البحث.

اتطلع لدعمكم وتعاونكم. اشكركم مرة اخرى على مشاركتكم والتى تحضى بكل تقدير.

والسلام عليكم ورحمة الله وبركاته

الوقت	موافق بشدة	موافق	لاادري	لاوافق بشدة
1- عملى يشغلنى عن انشطتى الاسرية اكثر مما احب.				
2-الوقت الذى يجب ان اخصصة لعملى يشغلنى عن المشاركة المتساوية بين مسئولياتى فى العمل وانشطتى الاسرية.				
3- على ان اتجاهل الانشطة الاسرية بسبب حجم الوقت الذى يجب ان انفقة فى مهام العمل.				
4-على ان ارجئ بعض المهام فى عملى بسبب متطلبات الاسرة.				
5-بسبب الواجبات المتعلقة بالعمل على ان اغير من خطط انشطتى الاسرية.				

الجهد	موافق بشدة	موافق	لاادري	لاوافق بشدة
6-الضغوط الاسرية تجعلنى مشغول البال اثناء العمل.				
7-لاننى غالبا ماكون مضغوطة بمسئولياتى الاسرية فانا اجد نفسى غير قادرا على التركيز فى العمل.				
8-التوتر والقلق فى حياتى الاسرية غالبا ما يضعف قدرتى على العمل				
9-الارهاق بسبب الابعاء المنزلية يجعلنى اقل فاعلية فى العمل.				
10-احيانا اشعر باننى لارغب فى الذهاب الى العمل بسبب الارهاق من الابعاء الاسرية.				

صراع العمل والاسرة	موافق بشدة	موافق	لاادري	لاوافق بشدة
11-بسبب متطلبات العمل فانى اكون سريع الغضب فى المنزل.				
12-بعد العمل اصل الى المنزل مجهدا غير قادرا على القيام باى عمل ارغب فيه.				
13- اثناء العمل يكون لدى اعمال كثيرة تاخذنى بعيدا عن اهتماماتى الشخصية.				
14- عملى ياخذ كل الوقت الذى احب ان اقضية مع اسرتى.				
15- انا غالبا ما اكون مرهقا فى العمل بسبب اعبائى المنزلية.				
16-رئيسى وزملاى فى العمل لايحبون ان اكون مشغولا بحياتى الخاصة اثناء العمل.				

صراع الاسرة والعمل	موافق بشدة	موافق	لاادري	لاوافق بشدة
17-بسبب مسئولياتى الاسرية ومتطلباتها فانى احيانا لا اكون فاعلا فى عملى.				
18-مسئولياتى الاسرية تاخذ الوقت الذى يجب ان اقضية فى العمل.				
19- اسرتى لاتحب ان اكون مشغولا بهوموم العمل عندما اكون فى المنزل.				
20- متطلباتى الشخصية كثيرا جدا ما تصرفنى عن اداء عملى.				
21- حياتى الشخصية تاخذ وقتى الذى احب ان اقضية فى العمل.				

الرضا الوظيفي	موافق بشدة	موافق	لا ادرى	لاوافق	لاوافق بشدة
22- اتشوق للذهاب الى عملى كل يوم.					
23- اتحدث عن عملى مع اسرتى واصدقائى.					
24- عملى يعطينى الفرصة الكافية لاستخدام قدراتى.					
25- املك الحرية الكافية للحكم على وظيفتى.					
26- عملى يوفر لى مرونة كافية لاختيار اى طريقة اريد ان اؤدى بها عملى.					
27- انا املك شعورا بالانجاز بعد ادائى لعملى.					
28- فى نهاية كل يوم عمل يتمكنى شعورا بانى قضيت يوما جيدا.					
29- اذا كان لى ان ابداء حياتى من جديد فاننى سأختار العمل الذى اقوم به الان.					
30- اذا كان الاشخاص الاخرين يملكون عملا مثلى فانهم محظوظين جدا.					
31- انا راضى عن عملى .					

رؤوسائى فى العمل	موافق بشدة	موافق	لا ادرى	لاوافق	لاوافق بشدة
32- رؤوسائى فى العمل يقدرّون عملى الجيد.					
33- يشجعونى على بذل مزيد من الجهد فى العمل.					
34- يتعاملون مع كل الموظفين على نحو متساوى.					
35- لاينتقدونى امام زملائى فى العمل.					
36- يقدرّون بجديّة كل مقترحاتى المتعلقة بالعمل.					
37- لايمارسون على اى تاثير فى اختيارى لمسار عملى وتقدّمى فى العمل.					
38- يبذلون جهودهم فى دعم اهتماماتى العملية من خلال تصرفاتهم وقراراتهم.					
39- كثيرا مايدعموننى او يزكوننى بفاعلية فى الاعمال والتكاليف التى احبها والتى تجعلنى على اتصال مع الادارة العليا.					
40- يحيطوننى علما بالفرص المتوفرة فى مؤسستى.					
41- يוכלون الى اعمال ومهام تهيب لى الفرصة للترقية.					
42- يتأكدون من انى تلقيت الجزاء الانسب عندما اقوم باداء انجازات مهمة فى عملى.					
43- يدعمون محاولتى للحصول على مزيد من التدريب او التعليم فى مسارى المهنى.					

Appendix B

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.661
Bartlett's Test of Sphericity	Approx. Chi-Square	200.721
	df	15
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.213	36.879	36.879	2.213	36.879	36.879	2.172	36.205	36.205
2	1.384	23.062	59.941	1.384	23.062	59.941	1.424	23.736	59.941
3	.779	12.983	72.924						
4	.647	10.787	83.711						
5	.566	9.430	93.141						
6	.412	6.859	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix^a

	Component	
	1	2
Q12	.820	-.182
Q11	.708	-.045
Q14	.686	.241
Q13	.636	.417
Q16	1.449E-02	.836
Q15	.405	-.647

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Appendix B

Rotated Component Matrix^a

	Component	
	1	2
Q12	.759	.358
Q14	.723	-.083
Q13	.712	-.267
Q11	.680	.201
Q16	.199	-.812
Q15	.252	.720

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.820
Bartlett's Test of Sphericity	Approx. Chi-Square	5096.400
	df	496
	Sig.	.000

Appendix B

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.774	33.670	33.670	10.774	33.670	33.670	8.874	27.732	27.732
2	3.628	11.337	45.007	3.628	11.337	45.007	3.318	10.370	38.102
3	2.440	7.626	52.633	2.440	7.626	52.633	2.312	7.225	45.327
4	2.056	6.425	59.058	2.056	6.425	59.058	2.266	7.082	52.410
5	1.718	5.367	64.425	1.718	5.367	64.425	2.191	6.846	59.255
6	1.370	4.280	68.705	1.370	4.280	68.705	1.986	6.205	65.460
7	1.110	3.468	72.173	1.110	3.468	72.173	1.857	5.802	71.262
8	1.077	3.366	75.539	1.077	3.366	75.539	1.369	4.277	75.539
9	.903	2.823	78.362						
10	.858	2.682	81.043						
11	.651	2.035	83.078						
12	.620	1.936	85.014						
13	.540	1.686	86.701						
14	.470	1.470	88.170						
15	.434	1.357	89.528						
16	.395	1.235	90.763						
17	.368	1.150	91.912						
18	.327	1.022	92.934						
19	.303	.945	93.880						
20	.287	.896	94.776						
21	.244	.763	95.539						
22	.222	.693	96.232						
23	.185	.579	96.811						
24	.168	.527	97.337						
25	.149	.465	97.802						
26	.140	.438	98.240						
27	.134	.417	98.657						
28	.113	.353	99.010						
29	9.139E-02	.286	99.296						
30	8.876E-02	.277	99.573						
31	7.283E-02	.228	99.801						
32	6.377E-02	.199	100.000						

Extraction Method: Principal Component Analysis.

Appendix B

Rotated Component Matrix

	Component							
	1	2	3	4	5	6	7	8
Q40	.878	.112	-.099	-.081	.000	-.016	.148	-.051
Q41	.823	.116	9.123E-03	2.079E-02	1.977E-02	.150	.214	8.548E-02
Q34	.812	-.004	-.174	.201	4.464E-02	7.039E-02	-.116	.175
Q43	.810	.138	-.069	.129	2.665E-02	-.120	5.144E-02	-.127
Q39	.805	.228	-.079	9.499E-02	4.935E-02	-.096	-.071	.233
Q35	.786	-.082	-.038	.200	-.060	-.076	-.068	-.062
Q36	.759	3.675E-02	-.160	.408	-.113	.134	7.623E-02	-.081
Q42	.743	-.025	-.235	.125	9.370E-02	7.264E-02	.127	-.049
Q38	.712	.172	-.164	.299	.151	-.113	2.330E-02	.288
Q24	.711	.223	9.374E-02	.207	-.105	-.017	.233	-.238
Q30	.655	.238	-.214	.404	-.028	.119	.222	1.814E-03
Q37	.649	-.144	.156	.437	.122	8.109E-02	-.201	1.011E-02
Q4	-.592	-.149	.303	-.072	.135	.500	2.821E-02	-.090
Q33	.443	.436	.167	-.261	-.146	.372	-.211	.167
Q28	-.003	.838	-.246	-.015	-.081	1.006E-02	6.462E-02	4.235E-03
Q22	.182	.827	-.183	8.826E-03	-.101	-.018	6.481E-02	-.097
Q31	.301	.766	-.063	.176	-.114	4.565E-02	3.584E-03	9.866E-02
Q27	-.026	.679	.217	.108	7.144E-02	-.053	-.262	.202
Q2	-.407	-.019	.796	-.141	-.014	7.478E-02	3.169E-02	.244
Q1	-.391	-.136	.760	-.033	1.582E-02	.140	.108	-.016
Q3	.182	-.404	.675	-.086	-.022	-.401	3.494E-02	-.111
Q26	.499	.200	-.085	.693	8.748E-03	-.140	-.035	.198
Q25	.421	-.013	-.078	.690	-.055	8.687E-03	.127	-.089
Q29	.446	.309	-.133	.586	-.075	8.975E-02	.213	-.205
Q6	2.863E-02	-.062	.105	-.024	.901	-.071	.111	-.017
Q7	2.564E-03	-.088	-.042	-.058	.881	-.086	.131	1.069E-02
Q8	6.251E-02	-.148	-.223	9.776E-02	.560	-.011	.544	3.495E-02
Q32	.358	.109	-.008	6.674E-02	-.146	.820	4.184E-02	5.609E-02
Q5	.226	8.649E-02	3.591E-02	3.051E-02	.102	-.730	.350	-.040
Q9	8.059E-02	4.565E-02	9.456E-02	3.506E-02	.301	-.118	.731	1.834E-02
Q10	.135	-.133	.184	.133	4.691E-02	-.152	.629	.422
Q23	1.608E-02	.137	5.300E-02	-.061	-.014	9.735E-02	.135	.814

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.

Appendix B

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8
1	.886	.246	-.205	.322	-.013	-.006	.089	.026
2	.156	-.649	.163	.081	.512	-.331	.386	-.030
3	-.251	.623	-.232	-.046	.464	-.291	.404	.172
4	.127	.198	.797	-.073	.025	.243	.173	.463
5	-.031	-.126	-.294	-.002	.429	.837	.081	.077
6	-.294	.020	.095	.732	-.294	.153	.463	-.213
7	.027	.268	.381	.130	.432	.048	-.334	-.682
8	.155	.058	.034	-.574	-.253	.145	.564	-.488

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Appendix B

Reliability

1) Time

Mean if Item Deleted	Scale Variance if Item Deleted	Scale Item- Total Correlation	Corrected Squared Multiple Correlation	Alpha if Item Deleted
Q1 6.2150	5.0842	.7003	.6192	.5883
Q2 .0100	5.0049	.7327	.6325	.5496
Q3 .3450	6.9407	.4223	.1817	.8794

Reliability Coefficients 3 items

Alpha = .7741 Standardized item alpha = .7701

2) Strain

Mean if Item Deleted	Scale Variance if Item Deleted	Scale Item- Total Correlation	Corrected Squared Multiple Correlation	Alpha if Item Deleted
Q6 .6750	1.8185	.6678	.5511	.6470
Q7 .5650	2.0561	.7086	.5685	.6412
Q8 .7800	1.6599	.5310	.2855	.8378

Reliability Coefficients 3 items

Alpha = .7795 Standardized item alpha = .8020

Appendix B

3)work-family conflict

Mean if Item Deleted	Scale Variance if Item Deleted	Scale Item- Total Correlation	Corrected Squared Multiple Correlation	Alpha if Item Deleted
Q11 .9000	7.4171	.4845	.2739	.6368
Q12 9.1300	6.9579	.5651	.3316	.5837
Q13 9.5650	7.5736	.4304	.2011	.6724
Q14 8.4350	8.1465	.4678	.2192	.6487

Reliability Coefficients 4 items

Alpha = .7003 Standardized item alpha = .7016

4) Job satisfaction

Mean if Item Deleted	Scale Variance if Item Deleted	Scale Item- Total Correlation	Corrected Squared Multiple Correlation	Alpha if Item Deleted
Q22 .8850	6.4138	.6971	.5900	.7414
Q27 6.2850	6.9586	.4690	.2484	.8515
Q28 5.7750	6.5773	.7014	.5057	.7418
Q31 6.1000	6.1709	.7075	.5622	.7347

Reliability Coefficients 4 items

Alpha = .8164 Standardized item alpha = .8214

Appendix B

5) support of supervisor

Mean if Item Deleted	Scale Variance if Item Deleted	Scale Item- Total Correlation	Corrected Squared Multiple Correlation	Alpha if Item Deleted
Q34 20.4950	56.4020	.7734	.6423	.9304
Q36 .5400	56.3301	.7644	.6251	.9310
Q38 .4500	55.9774	.7651	.6570	.9311
Q39 20.4050	55.6794	.8087	.7018	.9278
Q40 .2650	56.7083	.8270	.7320	.9269
Q41 .2950	55.7668	.7956	.6773	.9288
Q42 .3550	57.1547	.7405	.5899	.9327
Q43 .4000	57.4372	.7749	.6542	.9303

Reliability Coefficients 8 items

Alpha = .9381 Standardized item alpha = .9385

Appendix B

Correlation

Correlation

		Gender	Time	Strain	Work-family Conflict	Job Satisfactio n	Supervisors' Support
Gender	Pearson Correlation	1.000	-.162(*)	.161(*)	.193(**)	-.093	.150(*)
	Sig. (1-tailed)	.	.011	.012	.003	.096	.017
	N	200	200	200	200	200	200
Time	Pearson Correlation	-.162(*)	1.000	-.007	.491(**)	-.326(**)	-.404(**)
	Sig. (1-tailed)	.011	.	.463	.000	.000	.000
	N	200	200	200	200	200	200
Strain	Pearson Correlation	.161(*)	-.007	1.000	.324(**)	-.182(**)	.093
	Sig. (1-tailed)	.012	.463	.	.000	.005	.094
	N	200	200	200	200	200	200
Work-family Conflict	Pearson Correlation	.193(**)	.491(**)	.324(**)	1.000	-.251(**)	.143(*)
	Sig. (1-tailed)	.003	.000	.000	.	.000	.022
	N	200	200	200	200	200	200
Job Satisfaction	Pearson Correlation	-.093	-.326(**)	-.182(**)	-.251(**)	1.000	.276(**)
	Sig. (1-tailed)	.096	.000	.005	.000	.	.000
	N	200	200	200	200	200	200
Supervisors' Support	Pearson Correlation	.150(*)	-.404(**)	.093	.143(*)	.276(**)	1.000
	Sig. (1-tailed)	.017	.000	.094	.022	.000	.
	N	200	200	200	200	200	200

* Correlation is significant at the 0.05 level (1-tailed).

** Correlation is significant at the 0.01 level (1-tailed).

Appendix B

Hierarchical regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Job Satisfaction, Strain, Time ^a	.	Enter
2	DUMGEN ^a	.	Enter
3	Supervisors' Support ^a	.	Enter
4	JS_GEN, TIM_GEN, STR_GEN ^a	.	Enter
5	TIME_SUP, JS_SUP, ST_SUP ^a	.	Enter

a. All requested variables entered.

b. Dependent Variable: Work-family Conflict

Appendix B

Model Summary^f

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.601 ^a	.362	.352	.6942	.362	36.838	3	195	.000	1.992
2	.646 ^b	.417	.405	.6650	.056	18.508	1	194	.000	
3	.738 ^c	.545	.533	.5893	.127	54.044	1	193	.000	
4	.771 ^d	.594	.577	.5609	.049	7.679	3	190	.000	
5	.788 ^e	.620	.598	.5468	.026	4.296	3	187	.006	

a. Predictors: (Constant), Job Satisfaction, Strain, Time

b. Predictors: (Constant), Job Satisfaction, Strain, Time, DUMGEN

c. Predictors: (Constant), Job Satisfaction, Strain, Time, DUMGEN, Supervisors' Support

d. Predictors: (Constant), Job Satisfaction, Strain, Time, DUMGEN, Supervisors' Support, JS_GEN, TIM_GEN, STR_GEN

e. Predictors: (Constant), Job Satisfaction, Strain, Time, DUMGEN, Supervisors' Support, JS_GEN, TIM_GEN, STR_GEN, TIME_SUP, JS_SUP, ST_SUP

f. Dependent Variable: Work-family Conflict

Appendix B

ANOVA^f

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.254	3	17.751	36.838	.000 ^a
	Residual	93.965	195	.482		
	Total	147.219	198			
2	Regression	61.438	4	15.359	34.736	.000 ^b
	Residual	85.781	194	.442		
	Total	147.219	198			
3	Regression	80.203	5	16.041	46.196	.000 ^c
	Residual	67.015	193	.347		
	Total	147.219	198			
4	Regression	87.450	8	10.931	34.750	.000 ^d
	Residual	59.768	190	.315		
	Total	147.219	198			
5	Regression	91.304	11	8.300	27.759	.000 ^e
	Residual	55.915	187	.299		
	Total	147.219	198			

a. Predictors: (Constant), Job Satisfaction, Strain, Time

b. Predictors: (Constant), Job Satisfaction, Strain, Time, DUMGEN

c. Predictors: (Constant), Job Satisfaction, Strain, Time, DUMGEN, Supervisors' Support

d. Predictors: (Constant), Job Satisfaction, Strain, Time, DUMGEN, Supervisors' Support, JS_GEN, TIM_GEN, STR_GEN

e. Predictors: (Constant), Job Satisfaction, Strain, Time, DUMGEN, Supervisors' Support, JS_GEN, TIM_GEN, STR_GEN, TIME_SUP, JS_SUP, ST_SUP

f. Dependent Variable: Work-family Conflict

Appendix B

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	7.203E-02	.431		.167	.868		
	Time	.366	.046	.481	7.921	.000	.889	1.125
	Strain	.450	.078	.336	5.768	.000	.963	1.038
	Job Satisfaction	-.041	.064	-.040	-.646	.519	.860	1.163
2	(Constant)	-.137	.416		-.328	.743		
	Time	.404	.045	.530	8.948	.000	.855	1.169
	Strain	.407	.075	.304	5.400	.000	.946	1.057
	Job Satisfaction	-.007	.062	-.007	-.119	.906	.846	1.182
	DUMGEN	.420	.098	.244	4.302	.000	.935	1.070
3	(Constant)	-.916	.384		-2.386	.018		
	Time	.502	.042	.659	11.905	.000	.770	1.299
	Strain	.350	.067	.261	5.196	.000	.933	1.071
	Job Satisfaction	-.092	.056	-.089	-1.642	.102	.810	1.234
	DUMGEN	.355	.087	.206	4.083	.000	.925	1.081
	Supervisors' Support	.325	.044	.401	7.351	.000	.791	1.264
4	(Constant)	-1.255	.452		-2.776	.006		
	Time	.702	.062	.921	11.385	.000	.327	3.062
	Strain	.227	.081	.169	2.797	.006	.582	1.717
	Job Satisfaction	6.607E-02	.072	.064	.912	.363	.440	2.270
	DUMGEN	.938	.735	.545	1.276	.203	.012	85.402
	Supervisors' Support	.291	.043	.360	6.777	.000	.758	1.319
	TIM_GEN	-.330	.080	-.624	-4.123	.000	.093	10.725
	STR_GEN	.226	.135	.591	1.678	.095	.017	58.099
	JS_GEN	-.282	.106	-.367	-2.671	.008	.113	8.823
5	(Constant)	-1.953	1.487		-1.313	.191		
	Time	1.172	.160	1.538	7.343	.000	.046	21.607
	Strain	-.067	.230	-.050	-.290	.772	.069	14.534
	Job Satisfaction	.470	.283	.452	1.661	.098	.027	36.406
	DUMGEN	1.578	.777	.917	2.031	.044	.010	100.372
	Supervisors' Support	.505	.473	.623	1.068	.287	.006	167.847
	TIM_GEN	-.389	.082	-.736	-4.756	.000	.085	11.781
	STR_GEN	.115	.139	.300	.824	.411	.015	65.105
	JS_GEN	-.328	.107	-.426	-3.075	.002	.106	9.450
	JS_SUP	-.127	.086	-.544	-1.467	.144	.015	67.630
	ST_SUP	.115	.075	.711	1.534	.127	.009	105.788
	TIME_SUP	-.183	.056	-.700	-3.267	.001	.044	22.618

a. Dependent Variable: Work-family Conflict

Appendix B

Collinearity Diagnostics^a

			Condition Index	Variance Proportions											
				(Constant)	Time	Strain	Job Satisfaction	DUMGEN	Supervisors' Support	TIM GEN	STR GEN	JS GEN	JS SUP	ST SUP	TIME SUP
Model	Dimension	Eigenvalue													
1	1	3.748	1.000	.00	.01	.00	.01								
	2	.183	4.527	.00	.28	.00	.38								
	3	6.059E-02	7.865	.02	.59	.13	.40								
	4	8.361E-03	21.173	.98	.13	.87	.21								
2	1	4.304	1.000	.00	.01	.00	.01	.02							
	2	.452	3.086	.00	.02	.00	.01	.85							
	3	.183	4.853	.00	.26	.00	.38	.00							
	4	5.328E-02	8.988	.03	.59	.16	.38	.14							
	5	8.351E-03	22.701	.97	.13	.84	.22	.00							
3	1	5.197	1.000	.00	.00	.00	.00	.01	.00						
	2	.454	3.385	.00	.01	.00	.01	.85	.00						
	3	.209	4.985	.00	.25	.00	.16	.01	.08						
	4	9.161E-02	7.532	.00	.02	.01	.59	.08	.48						
	5	4.004E-02	11.394	.04	.56	.23	.05	.05	.41						
	6	8.158E-03	25.240	.96	.16	.76	.18	.00	.03						
4	1	7.173	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00			
	2	1.197	2.448	.00	.00	.00	.01	.00	.01	.01	.00	.01			
	3	.357	4.482	.00	.03	.00	.03	.00	.02	.04	.00	.04			
	4	.134	7.320	.00	.02	.01	.13	.00	.15	.02	.01	.08			
	5	6.195E-02	10.761	.01	.02	.03	.04	.00	.57	.20	.00	.05			
	6	5.002E-02	11.975	.00	.17	.01	.33	.00	.23	.03	.01	.35			
	7	1.360E-02	22.965	.01	.60	.28	.25	.04	.00	.60	.08	.28			
	8	1.093E-02	25.622	.33	.09	.16	.10	.09	.02	.00	.14	.00			
	9	2.672E-03	51.815	.65	.06	.52	.11	.86	.02	.10	.77	.20			
5	1	9.605	1.000	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00	.00
	2	1.426	2.595	.00	.00	.00	.00	.00	.00	.01	.00	.01	.00	.00	.00
	3	.522	4.290	.00	.00	.00	.00	.00	.00	.01	.00	.02	.00	.00	.00
	4	.206	6.823	.00	.00	.00	.01	.00	.00	.01	.00	.02	.00	.00	.00
	5	.124	8.789	.00	.00	.00	.00	.00	.00	.07	.00	.00	.00	.00	.01
	6	6.922E-02	11.780	.00	.01	.00	.00	.00	.00	.14	.00	.41	.00	.00	.01
	7	1.925E-02	22.336	.00	.00	.01	.00	.05	.00	.37	.03	.24	.00	.01	.02
	8	1.684E-02	23.885	.01	.01	.00	.01	.00	.01	.15	.10	.06	.00	.00	.01
	9	6.171E-03	39.453	.00	.23	.00	.17	.00	.00	.04	.01	.00	.16	.00	.21
	10	3.466E-03	52.638	.00	.00	.03	.02	.65	.02	.05	.66	.14	.04	.00	.01
	11	1.455E-03	81.234	.01	.53	.19	.30	.12	.00	.09	.08	.04	.28	.26	.56
	12	2.383E-04	200.769	.97	.20	.76	.50	.18	.97	.07	.11	.07	.51	.72	.17

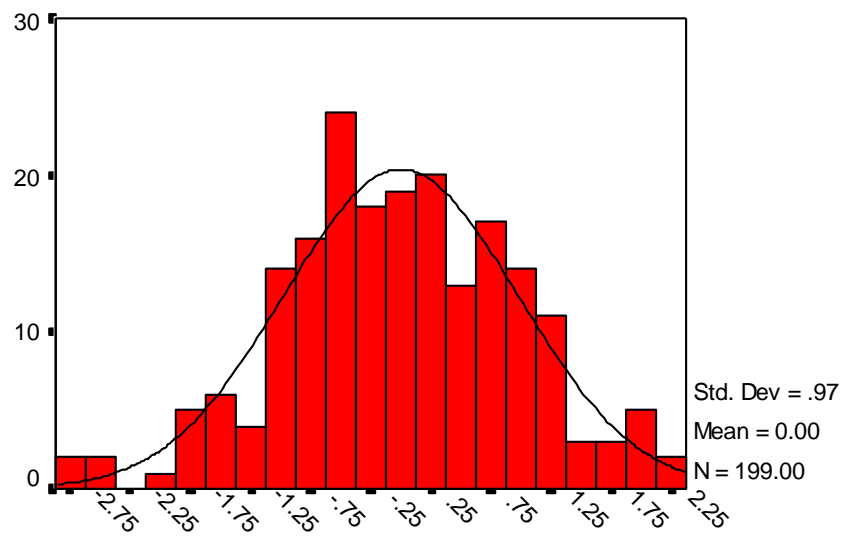
a. Dependent Variable: Work-family Conflict

Appendix B

Charts

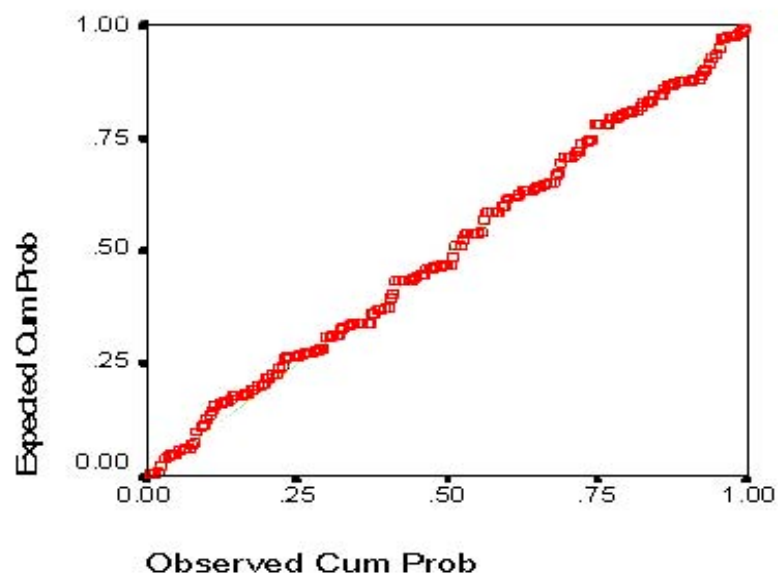
Histogram

Dependent Variable: Work-family Conflict



Regression Standardized Residual

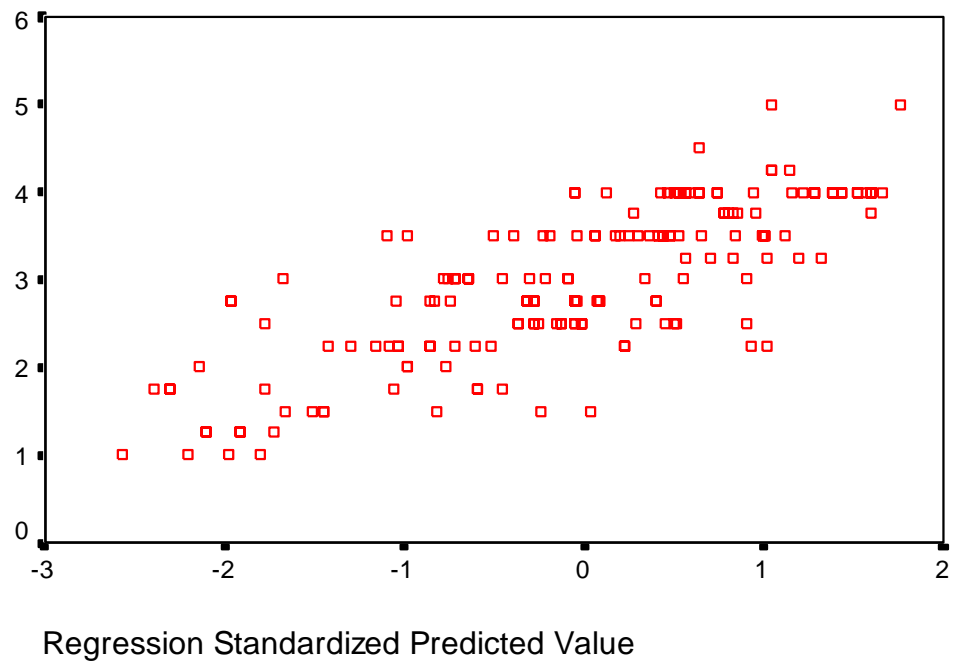
Normal P-P Plot of Regression Standardized Residual Dependent Variable: Work-family Conflict



Appendix B

Scatterplot

Dependent Variable: Work-family Conflict



Appendix B

Oneway

ANOVA

Work-family Conflict

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.938	3	1.313	1.746	.159
Within Groups	147.311	196	.752		
Total	151.249	199			

Post Hoc Tests

Homogeneous Subsets

Work-family Conflict

Duncan^{a,b}

Age	N	Subset for alpha = .05
		1
Under 25 Years	30	2.9167
25-35	113	2.9204
Above 45 years	16	3.0625
36-45	41	3.2683
Sig.		.149

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 30.990.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Appendix B

Oneway

ANOVA

Work-family Conflict

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.299	3	1.433	1.911	.129
Within Groups	146.949	196	.750		
Total	151.249	199			

Post Hoc Tests

Homogeneous Subsets

Work-family Conflict

Duncan^{a,b}

Marital Status	N	Subset for alpha = .05
		1
Divorced	12	2.7083
Single	58	2.8276
Widowed	4	3.0000
Married	126	3.1111
Sig.		.324

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 11.157.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Appendix B

Oneway

ANOVA

Work-family Conflict

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.921	5	1.184	1.581	.167
Within Groups	145.328	194	.749		
Total	151.249	199			

Post Hoc Tests

Homogeneous Subsets

Work-family Conflict

Duncan^{a,b}

Education	N	Subset for alpha = .05	
		1	2
Others	4	1.8750	
Ph.D	2		2.8750
Diploma	20		2.9375
Master	18		2.9444
Degree	144		3.0347
High School	12		3.2083
Sig.		1.000	.551

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 6.344.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Appendix B

Oneway

ANOVA

Work-family Conflict

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.808	2	1.904	2.544	.081
Within Groups	147.440	197	.748		
Total	151.249	199			

Post Hoc Tests

Homogeneous Subsets

Work-family Conflict

Duncan^{a,b}

Current Job Category	N	Subset for alpha = .05	
		1	2
Lower Level	19	2.5789	
Middle Level	158		3.0411
Top level	23		3.0870
Sig.		1.000	.840

Means for groups in homogeneous subsets are displayed.

- Uses Harmonic Mean Sample Size = 29.286.
- The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Appendix B

Oneway

ANOVA

Work-family Conflict

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.275	3	.758	.998	.395
Within Groups	148.974	196	.760		
Total	151.249	199			

Post Hoc Tests

Homogeneous Subsets

Work-family Conflict

Duncan^{a,b}

Number of working hours per week	N	Subset for alpha = .05
		1
Less than 35	24	2.8125
35-40	79	2.9335
More than 45 hours	65	3.1038
41-45	32	3.1094
Sig.		.171

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 39.620.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Appendix B

T-Test

Group Statistics

Nature of work		N	Mean	Std. Deviation	Std. Error Mean
Work-family Conflict	Full Time	177	3.0240	.88896	.06682
	Part Time	23	2.8370	.72146	.15043

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Work-family Conflict	Equal variances assumed	2.256	.135	.968	198	.334	.18705	.19326	-.19407	.56818
	Equal variances not assumed			1.136	31.384	.264	.18705	.16461	-.14850	.52261